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ABSTRACT

This plan describes the contract training and technical assistance services provided by Wisconsin's Fox Valley Technical College (FVTC) to area employers, focusing on the status of the services and ways to improve delivery for the July 1995 to June 1997 period. Following an executive summary, the second section focuses on contract services provided, reviewing types of contract services, training and technical assistance topics available to clients, related services, areas of potential expansion, and procedures for dealing with competitive service providers in the district. Section III highlights the markets to be served, presenting business, industry, and government data by district and county, while section IV reviews the status of the FVTC program from 1990-91 to 1994-95, highlighting the number of employers served, number of employees trained, revenue generated, and strengths and opportunities. The next section provides projections for contract services for 1994-95 through 1996-97, focusing on projected revenue, state aid from enrollment, employers served, and employees trained. The final sections review FTVC marketing and operational objectives and provide a list targeted client accounts. Appendixes include the FTVC model for delivery of economic development contract services, results from a small business survey conducted in fall 1992, results from a May 1993 training needs assessment, materials from a 1991 action plan for building a world class work force, and lists of private educational service and training providers and economic development organizations. (TGI)

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Strategic Business Plan for Economic Development Contract Services

July 1995–June 1997

JC 960 146

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President's Endorsement

An important segment of the Wisconsin Technical College System's statutory mission is "to foster economic development by providing on-site training and technical assistance to business, industry and labor." Fox Valley Technical College is proud to serve as an educational resource to employers in addressing their workforce training and technical assistance needs. Human resource development has never been as critical to the competitive advantage of our industries as it is today, and FVTC stands ready to help build and maintain an effective workforce.

W. Victor Baldi

President

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Economic Development Contract Services

Fox Valley Technical College's role in regional economic development is to provide contracted training, customized instruction and technical assistance to meet the work force development needs of business, industry, and governmental entities.

I. Executive Summary

A key component of Fox Valley Technical College's statutory mission is "to foster economic development by providing on-site training and technical assistance to business, industry and labor." The College made a commitment to the employers of its District in 1982 by establishing an economic development initiative focused on the delivery of contracted training and technical assistance.

The College's delivery of training and technical assistance services has grown dramatically over the past thirteen years. In 1994-95, the college contracted with just over 900 employers to train 21,000 employees, generating $4.5 million in gross revenue. The 1995-96 projections call for a similar level of service. Additionally a $4.5 million contract with the Department of Justice (DOJ) for training and technical assistance is being delivered by the College's Police Science instructional area between 1993 and 1996. A second major contract in the amount of $750,000 will be delivered to the DOJ from 1995 to 1997.

Through its economic development initiative, the College is committed to:

- Developing and maintaining strong partnerships with business, industry, government and other educational institutions which provide mutual benefits.
- Serving clients using needs-based strategies, providing flexibility in the customization of training and technical assistance, and delivering services in the workplace or at campus facilities.
- Providing quality service.

The College's service area, or District, encompasses an economically vital and growing five county region comprised of Calumet, Outagamie, Winnebago, Waupaca and Waushara Counties. In 1994-95, the College provided contract services to about 500 of the 10,475 businesses in the District via contracted training, or about 5%. Less than one percent (81) of the total businesses in the District have 250 or more employees; 1,491 (14%) have 20-250 employees; and 8,903 (85%) employ less than 20 workers. The potential needs to be met by the College's services are vast and growing.

This Strategic Business Plan focuses on ways to improve the delivery of contracted training and technical assistance through the objectives outlined below:

Key Objectives

- Strengthen the marketing and sales focus to increase the total number of District clients contracting with the College by at least 35 new customers at year end 1996-97, with emphasis on Outagamie and Winnebago Counties.
- Improve service delivery to small businesses through seminars and workshops delivered as multiple-recipient contracts. 1995-96 will serve as a pilot year and a benchmark of service delivery.
- Intensify economic development networking, both within the District and statewide, to broaden the options for service that can be offered to clients.
- Improve the College's internal processes and staffing capacity to support growth in economic development contracting and service delivery to clients.

II. Contract Services

Types of Contract Services

Contracts under s. 38.14 (3), Wisconsin Stats., are service agreements limited to the types of activities outlined below:

- **Customized Instruction**—Any contract intended to provide instruction resulting in the submission of student records to the state office. All instruction must be done under state office approved course numbers.
- **Technical Assistance**—Non-instructional activities (noncredit generating) which help a service recipient accomplish an organizational purpose, goal or mission. Examples involve, but are not limited to the following:
  - Employee assessment and testing
  - Technical advising
  - Curriculum development
  - Material testing
  - Media set up or production
- **Fiscal and Management Services**—Contract activities of a fiscal or management nature which are not intended to result in the service recipient acquiring the skills necessary to conduct these activities in the future. Examples are bookkeeping, accounting and data processing. Such services cannot be provided to business/industry or provided out-of-state.

Customer Focus

Working with business and government clients, FVTC:

- Provides needs assessment services to assist in analyzing training needs.
- Develops curriculum and provides instructional services that meet client needs.
- Tailors the content to focus on client's unique situation.
- Uses the latest in technology to ensure that the training is state-of-the-art.
- Provides training when and where the client wants it—at their site, in District facilities or another location of their choice.
- Endeavors to make the training or technical assistance as cost effective as possible.
- Evaluates the training services provided to make sure that client objectives have been met.

Guarantee for Contracted Services

"Fox Valley Technical College believes the client deserves assurance of quality in contracted services provided. Therefore, we offer a simple guarantee—If our services do not meet client requirements as agreed upon in the contract, the client is entitled to have the service redone at no charge. Client satisfaction is our only goal!"

Training and Technical Assistance Topics

Specialized curriculum and consultant services can be tailored to meet specific needs. The following is a partial listing of the training and technical assistance topics available through the college:

- Accounting and Finance
  - Accounting Systems
  - Banking/Financial Services
- Administrative Office Skills
  - Records Management
  - Secretarial/Office Procedures
- Agriculture
  - Agribusiness
- Basic Workplace Skills
  - English/Grammar/Writing
  - English as a Second Language (ESL)
  - GED/HSED
  - Math (metrics, measurements, technical, business)
  - Reading (technical, study skills)
- Communication
  - Foreign Languages
  - Oral/Interpersonal Communication Skills
  - Public Speaking
  - Report/Business/Technical Writing
- Computer
  - AS/400
  - Data Communications/LANs
  - Microsoft® Windows™
  - Personal Computer Applications
  - Programming
  - Telecommunications
- Graphic Communications
  - Electronic Pre-Press/Desktop Publishing
  - Flexographic Printing
  - Lithographic Printing
- Human Resource Issues
  - Fair Employment Practices
  - Sexual Harassment
  - Workplace Diversity
- Management
  - American Management Association Certificate
  - Insurance Services
  - Small Business/Entrepreneurship
  - Supervisory Skills
  - Zenger-Miller Programs
- Manufacturing/Technical
  - Blueprint Reading
  - CNC Programming
  - Computer-Aided Manufacturing (CAM)
  - Computer-Assisted Design (CAD)
  - Computer-Integrated Manufacturing (CIM)
  - Electromechanical Systems
  - Electronics
  - Fluid Power
  - Geometric Dimensioning and Tolerancing
  - ISO 9000
  - Machine Tool
  - Metal Fabrication
  - Pulp and Paper Technology
  - Statistical Process Control (SPC)
  - Welding and Weld Certification
- Marketing/Sales
  - Consultative Selling
  - Hospitality Management

- Marketing
- Telemarketing

- Medical/Human Services
  - Child Care and Development
  - Emergency Medical Services
  - Nursing Education

- Public Safety
  - Fire Protection
  - Police Science
  - Security and Loss Prevention

- Quality Improvement
  - Conflict Resolution
  - Consensus Building
  - Customer Service
  - Facilitation
  - Leadership
  - Managing and Improving Processes
  - Quality Awareness/Orientation
  - Team Effectiveness

- Safety/Health
  - Confined Spaces Entry
  - Confined Spaces Rescue
  - Electrical Safety-Related Work Practices
  - Fire Safety First Responder/CPR
  - HazMat (awareness, identification, operations)
  - Hearing Conservation
  - Lockout/Tagout
  - Sanitation and Safety

- Transportation
  - Auto Collision Repair
  - Auto Mechanics
  - Aviation
  - Decision Driving
  - Diesel Mechanics
  - Industrial Forklift Certification
  - Truck Driving

- Wood Technology
  - Moulder Operator (Weinig Unimat®)
  - Profile Knife Grinding
  - Property Claims Adjustment
  - SmartCam®
  - Timberline® Estimating Software

Related Services

- Training Needs Assessment

  FVTC professional staff facilitate training needs assessments to identify the areas which require special emphasis. As part of the training needs assessment, job and task analysis can be incorporated to:
  - develop skill training programs
  - implement cross training
  - create or redefine job descriptions
  - identify entry-level competencies
  - streamline job classifications

  The training needs assessment process defines the existing competencies in the organization and assists in identifying those specific skills needed to attain the organization's goals.

- Human Resource Assessment

  A growing number of employers in business, industry and government are interested in selecting the right evaluation package for personnel decision-making needs. Fox Valley Technical College can develop an appropriate employee testing program to assist employers in selecting the best candidate for the job or identifying needs of current employees. Human Resource Assessment provides cost-effective assessment tools to address areas such as basic skills, aptitude, ability, proficiency, leadership, academic achievement and fine motor skills.

- Wisconsin Center for Industrial Competitiveness-Northeast

  The Wisconsin Center for Industrial Competitiveness-Northeast (WisCIC/NE) is a collaborative effort of FVTC, other area technical colleges, University of Wisconsin System colleges, Milwaukee School of Engineering, Wisconsin Department of Development and private consultants. The consortium provides comprehensive assessment services and leadership to business and industry through a proactive network designed to enhance productivity, competitiveness and profitability.

- Seminars and Workshops

  The College offers a wide range of short term seminars and workshops as a contracted service to employers. These generally involve employees from a number of businesses or agencies. By serving multiple clients, training can be done cost-effectively for small businesses.

Potential Expansion of Services/ Topics

The following list of services/topics represent potential new contracting areas for the college:

- Strategic planning facilitation
- Systems thinking
- Work group development
- Leading in a team-based organization
- Fostering creativity
- International communications
- Advanced technical writing
- Sales training
- Telemarketing training
- Internet training
- Continuing education for nursing assistants/home health aides
- Continuing education for professional nurses and allied health professionals
- OSHA compliance assessment training
- Certificate series programming
- Instructional design services

Needs Assessment—Is There a Need for Workplace Education and Training?

At the direction of the FVTC Small Business Council, a survey was conducted in the fall of 1992 to identify areas of training most needed by small businesses. 433 survey responses were received. See Appendix B for the executive summary of this small business survey.

A more comprehensive survey of business/ industry employers with 50 or more employees was conducted in April 1993, to assist in the development of this business plan. See Appendix C for this executive summary, the survey itself and specific results.

On an ongoing basis, FVTC conducts regional studies to assess the education and training needs of the various regions of the district served by the college.

The results of each regional study serve as the basis of the college's regional service delivery plan...courses, programs, services, marketing, facilities, staffing, etc.

The 1991 Governor's Commission for a Quality Work Force completed an extensive study and formulated key recommendations for maintaining a world class work force for Wisconsin. The commission report stated "educators, leaders in business and industry, and frontline workers will need to join forces to create and sustain a high skill/high wage economy. Together, they will have to identify skill needs, to overcome skill deficits in the existing work force, to make training available when and where it is needed, and to improve the skills, knowledge, and attitudes of new workers."

Several key policy recommendations of this commission were:

- More Wisconsin employers must adopt new technology and methods of organizing work. To support this effort, technical colleges must facilitate employer leadership and participation in worker training and retraining.
- Technical colleges must upgrade occupational education to meet the growing needs of employers.
- Wisconsin's employers and workers, in partnership with the technical colleges must reskill the existing work force for a more competitive economy.
- Technical colleges must work with business and industry across the state to improve access to training.

For more detail on these policy recommendations, see Appendix D, "Action Plan for Building a World Class Work Force."

Procedures to Deal with Competitive Service Providers In-District

1. Identify private educational service/ training providers

   To ensure that the existence of private service providers is a factor in contract decisions, a general list of alternative service providers has been established by the Marketing and Economic Development Unit and Research Unit (see Appendix E).

   Additional data collected from the Wisconsin Manufacturers and Commerce Directory and other listings and notices, specifically the Yellow Pages, and other telephone directories will supplement the list to ensure that as many alternative service providers as possible are identified and evaluated when preparing contracts.

   Source material is not limited to the resources above and will be updated annually as part of ongoing research.

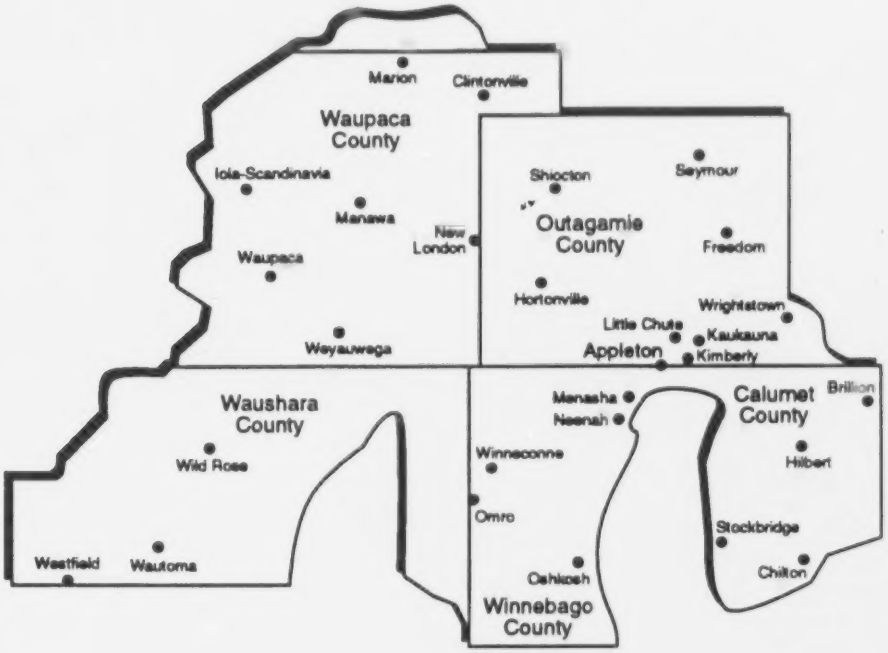
2. Review of contracts

   Prior to execution, contracts will be reviewed by the Marketing and Economic Development Unit designated personnel to ensure consistent application of District policies.

3. Concerns

   Concerns about "competition" from private providers will be referred to the District's Private Sector Review Committee for an advisory opinion. Private providers will be notified in writing of the District's decision within 30 days of the receipt of a formal written complaint. A provider can formally request an appeal to the full District Board if they do not agree with the District's Private Sector Review Committee.

III. Markets to be Served



Business/Industry/Government in the FVTC District

FVTC serves a five-county geographic region in northeast Wisconsin with a growing population base of approximately 381,000 (1990 census). Local employment consists of 33% manufacturing, 22% service, 21% trades, 10% government, 5% construction and 9% other. The FVTC service area has experienced a 32% growth rate in annual employment in the last 14 years, with growth occurring in all types of industry, with significant increases in the service sector. For every job created in the goods-producing industry, 2.5 jobs were created in the service area. (Source: "Employment & Wages Covered by Wisconsin U.C. Law", 1st quarter, 1994, Department of Industry, Labor, and Human Relations.)

Businesses within the FVTC service area number 10,475 of which 8,903 employ less than 20 workers. Eighty-one (81) District employers have 250 or more employees. Additionally, there are 5,560 farms in the District. Although a fair amount of diversification occurs in the Fox Valley area, the economy has a strong foundation in paper-related industries.

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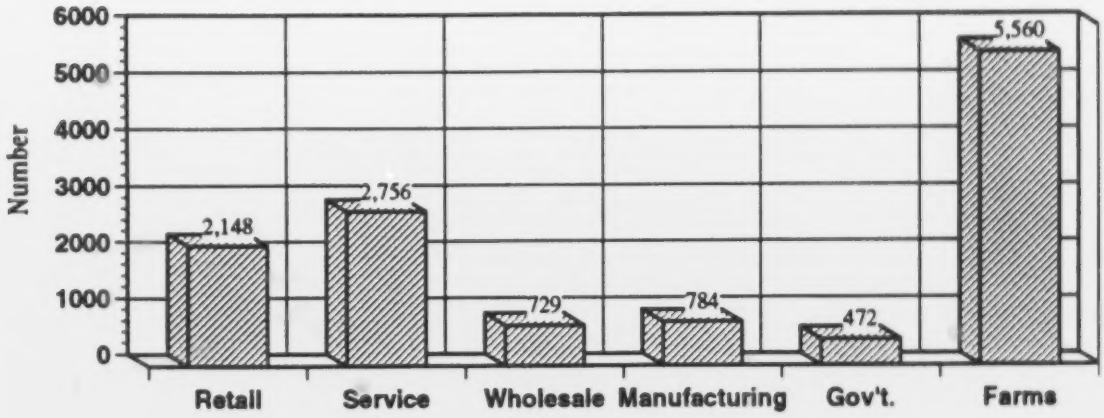
Types of Business in the FVTC District



Source: Department of Industry, Labor and Human Relations, 1994

Types of Business in the FVTC District (By County)

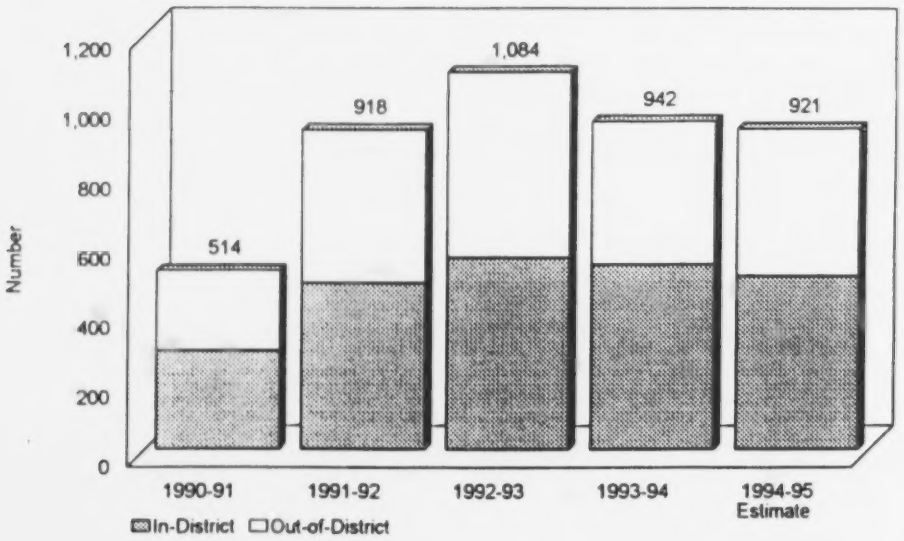
	Calumet	Outagamie	Waupaca	Waushara	Winnebago
Retail	131	880	312	111	714
Service	145	1,116	280	115	1,100
Wholesale	43	339	91	31	225
Manufacturing	58	292	100	32	302
Government	47	119	120	56	130
Subtotal	424	2,746	903	345	2,471
Farms	910	1,610	1,350	710	980

Source: Department of Industry, Labor and Human Relations, 1994

IV. Current Situation

The following graph shows the number of employers served through the College's contract services on an annual basis since 1990-91. Note that although a large number of employers served (421 in 1994-1995) are outside of the FVTC district, the number of employees trained from these organizations was 3,500 of the 21,000 total.

Number of Employers Served



The chart below details the number of FVTC District employers served through contract services on an annual basis since 1990-91 with a breakdown by county.

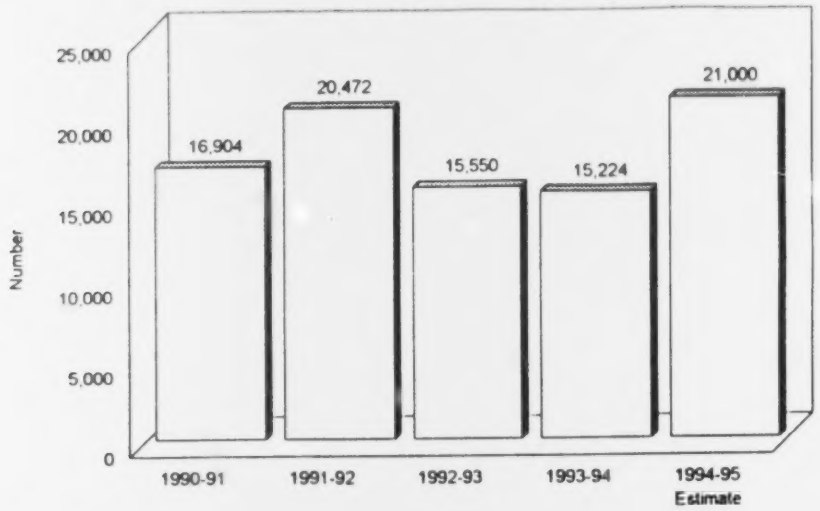
District Employers Served

(By County)

	1990-91	1991-92	1992-93	1993-94	1994-95
Calumet	9	21	19	20	14
Outagamie	147	220	249	259	242
Waupaca	24	55	58	51	51
Waushara	6	22	17	7	10
Winnebago	98	162	210	196	183
Total	284	480	553	533	500

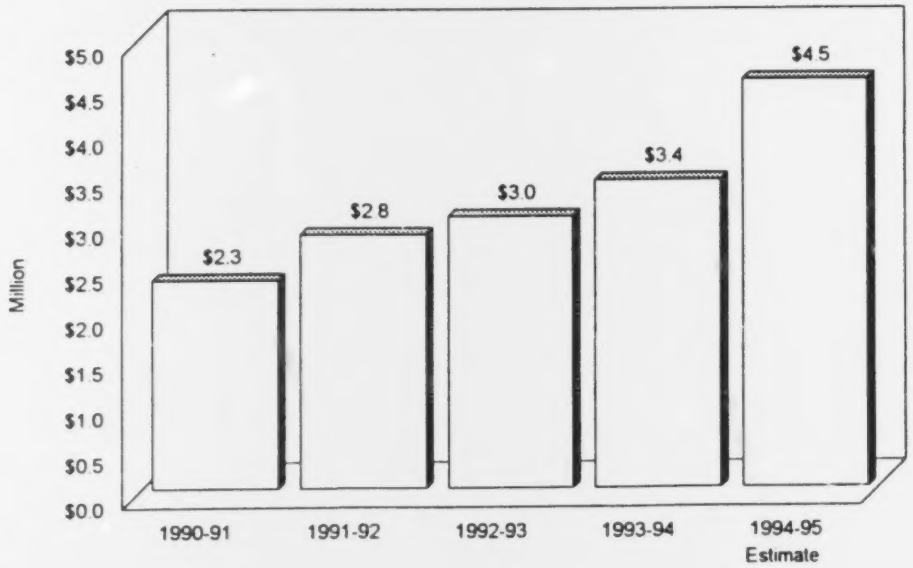
The graph below indicates the number of employees who have been trained through the College's contract services on an annual basis since 1990-91.

Number of Employees Trained



The following graph summarizes the growth in contract services since 1990-91 in gross revenue. Note that this chart does not include the contract with the Department of Justice involving $1.3 million in 1993-94 and $1.5 million in 1994-95.

Economic Development Contract Revenue



Strengths and Opportunities—Economic Development Contract Services

Strengths

- Capable, good staff
- Top administrative support
- Well respected in the business community
- Flexibility
- Customized training
- Tenacious
- Business centers (Appleton, Oshkosh, Neenah)
- Increased employment
- Integrated B/I and instruction in college
- Strong business/industry background of staff
- Use of latest technology
- Forward thinking/proactive
- Self-managed work teams in several areas of the college
- Repeat contracts
- Strong base of satisfied clients
- Clients supportive of training
- Good understanding of quality
- Focus on quality customer service
- Serve the entire District
- Good networks
- Advisory committees
- Internal resources
- Industry contacts improve program curriculum
- Regional centers
- Good publicity
- Good internal marketing department
- Excellent support from economic development department
- Quality of internal support staff
- Cross-training
- 12 years experience in economic development contracting
- Pace-setting system statewide
- Market research support

Opportunities

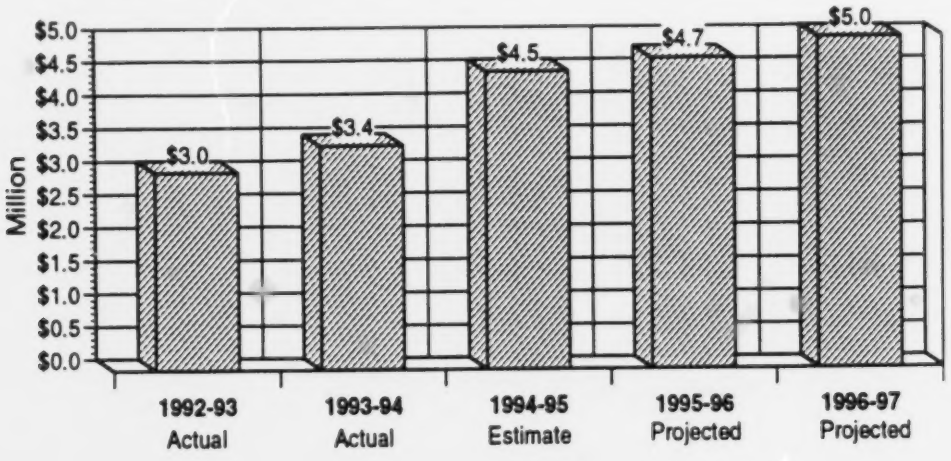
- Develop additional funds to develop customized curriculum, especially in new areas
- Eliminate duplication of curriculum internally
- Shore up relationships between economic development training representatives and instructional divisions by identifying a key contact person for economic development in each division and establishing a cross-functional team
- Time management training for staff
- Direction on use of time from deans/managers
- Implement program to train support staff in economic development functions
- Explore partnerships with private consultants to provide service; greater use of adjunct faculty
- Develop reward system for B/I contracting staff/departments
- Develop internal literature (resource guide)
- Better communications network
- Better use of computer technology by curriculum writers

- Look at ratio of hours paid for curriculum development to course hours
- Change college measurement reporting system to more accurately reflect work done in contract services
- Upgrade appearance of curriculum with greater use of computer technology
- Train people who work with clients to avoid providing them with such detailed proposals that they attempt self-teaching
- Develop a better cost tracking system with accurate staff assignment/accounting, routing of all center costs to billing person and an accurate ordering system all keyed to specific contract numbers
- Continue to refine and improve revenue center system
- Develop data base for company contacts and system for processing contracts on-line
- Continue to address service to small business

V. Contract Services Projections

Revenue

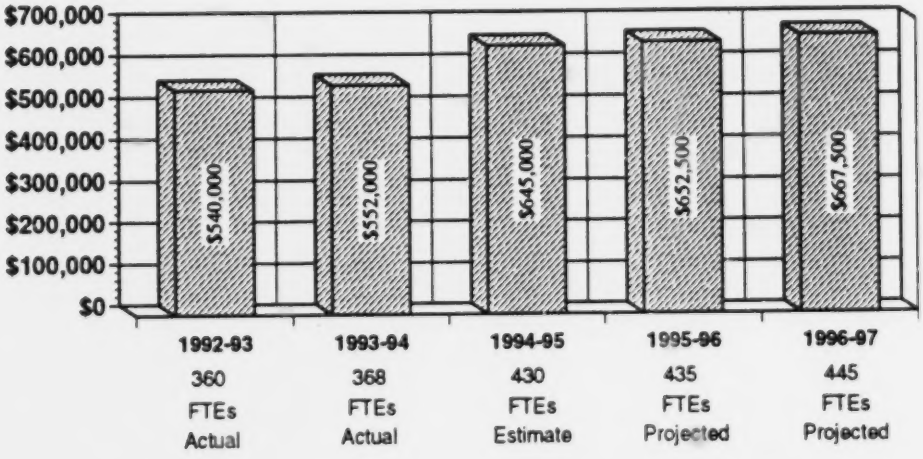
The following graph indicates the actual and projected gross revenues generated through contracted training and technical assistance.



Additionally, a $4.5 million contract with the Department of Justice (DOJ) for training and technical assistance is being delivered by the police science department between 1993 and 1996. A second DOJ contract for $750,000 will be delivered between 1995 and 1997.

State Aid from Enrollment

FTE (Full-Time Equivalent) enrollment is another important indicator in contract training which contributes to the College's state aid funding. The graph below shows the FTEs generated and projected from contract training and their impact on the District's state aid. An average of $1,500/FTE was used below.



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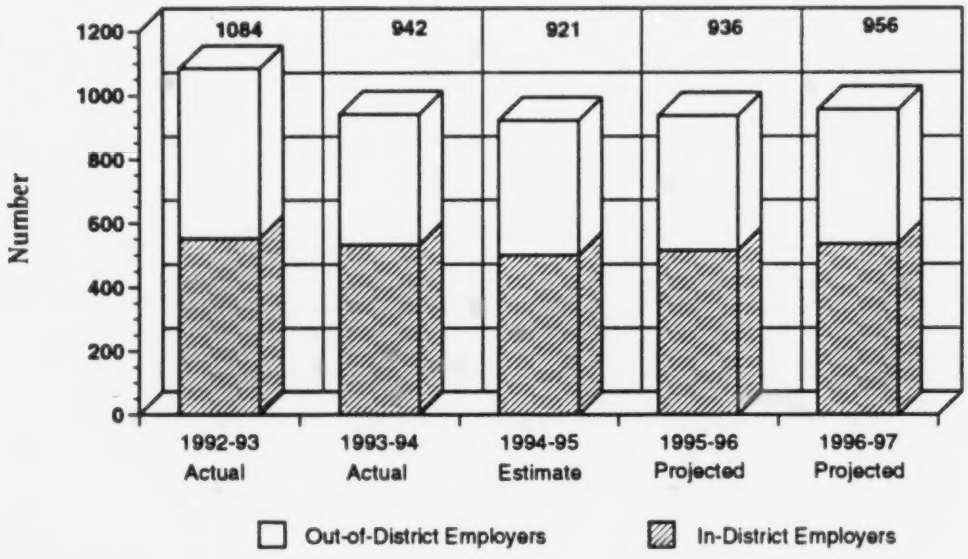
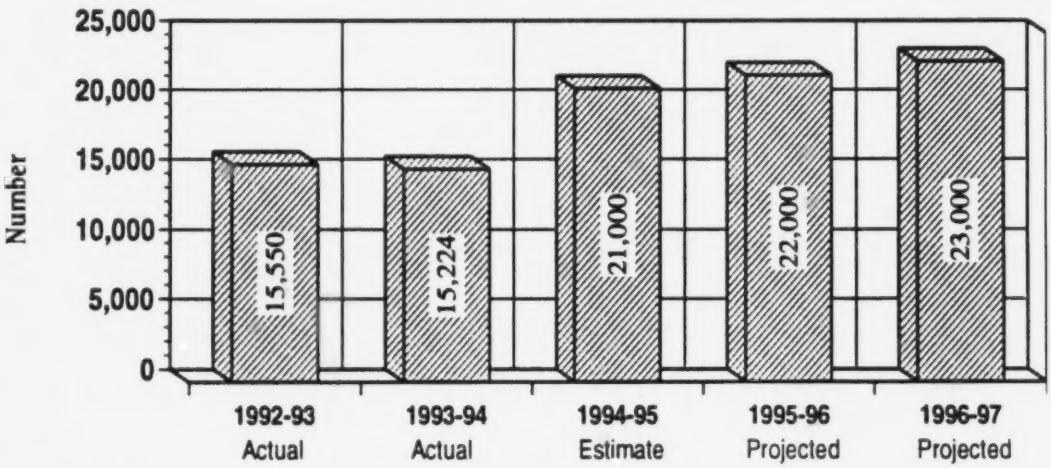
Employers Served

The graph below summarizes the number of employers served through contracted training and technical assistance, as well as future projections.



Employees Trained

The following represents the total number of employees trained (typically customized instruction) under contracts with their employers, including future projections.



VI. Marketing and Operational Objectives

Objective: **Strengthen the marketing and sales focus to increase the total number of District clients contracting with the College by 35 new customers at year end 1996-97, with emphasis on Outagamie and Winnebago counties.**

Strategy: Contact substantially more District business/industry/governmental employers over the next two years. While there will be repeat business, the M/ED Unit needs to develop new clients for the college.

Tactics:

- ❒ Continue to modify and implement the stratified, client account-based sales plan with quarterly reviews (M/ED Unit Staff).
- ❒ Continue to utilize the new computer graphics presentation to solicit contract business and promote greater awareness of college services.
- ❒ Utilize direct mail to client prospects, followed by telemarketing for appointments beginning August 1995 (M/ED Unit Staff).
- ❒ Continue to position FVTC in newspaper, magazine and trade journals, e.g. the Post-Crescent, Oshkosh Northwestern, Marketplace Magazine, Corporate Report, etc., focusing on economic development efforts (progress editions, feature stories, testimonial-based features, ads, etc.).
- ❒ Establish focus group sessions for the purpose of needs identification and information sharing with human resource directors; pilot by January 1996 (M/ED Unit Staff).
- ❒ Produce an ED video for use in client and community presentations by July 1996 (M/ED Unit Staff).
- ❒ Conduct a targeted District Business Needs Survey every 2–3 years, analyze the data, take appropriate curriculum steps and add to this plan by updates (Evaluation and Research Department and M/ED Unit).

Objective: **Improve service delivery to small businesses through seminars and workshops delivered as multiple-recipient contracts. 1995-96 will serve as a pilot year and a benchmark for service delivery.**

Strategy: Use cost-effective, practical, service delivery modes to garner more small business participation.

Tactics:

- ❒ Expand seminar/workshop offerings for business/industry, run as multiple-recipient contracts involving topics and pricing to attract small business employees by October 1995 (M/ED Unit Staff and Instructional Divisions). Seminar/workshop specialist to be hired in 95/96; plans for continued staffing based on pilot year will be determined for 96/97.
- ❒ Build stronger alliances with the District's Chambers of Commerce in meeting the needs of small business—making the college's services available, cosponsoring programs, etc. (Economic Development Training Representatives and Regional Managers; College Administration)

Objective: Intensify economic development networking, both within the District and statewide, to broaden the options for service that can be offered to clients.

Strategy: Ensure college involvement in local community and statewide economic development.

Tactics:

- ❒ Ensure college representative membership in key state and local ED organizations, e.g., Chambers, Metro Marketing of the Fox Cities, Wisconsin Economic Development Association, Forward Wisconsin (M/D Unit Staff).

  Note: See Appendix F for listing of District and state economic development organizations.

- ❒ Actively partner in the Wisconsin Center for Manufacturing Productivity (WCMP-Northeast) initiative, bringing the resources of a number of public and private organizations to bear on business needs; (VP-IS ; VP-M/ED); identify critical training needs and facilitate the delivery of FVTC services (M/ED Unit Staff).

- ❒ Determine the role of economic development services in the local work force development initiatives by June 1996 (VP-M/ED; Executive Cabinet).

- ❒ Utilize private consultants in the delivery of training and technical assistance in concert with instructional areas and their staffing (M/ED Unit Staff; IS managers).

Objective: Improve the College's internal processes and staffing capacity to support growth in economic development contracting and service delivery to clients.

Strategy: Examine present service, capacity, structure and operational procedures considering the following tactical recommendations.

Tactics:

- ❒ Fully implement the cross-functional delivery team to strengthen the model/vision for coordination across divisions by December 1995 (M/ED Unit Staff).

- ❒ Develop a database for client contacts and system for processing contracts, from development to billing, on-line, by April 1996 (Information Services and M/ED Unit Staff).

- ❒ Develop a better cost tracking system with accurate staff assignment/accounting; routing of all center costs to billing person and an accurate ordering system keyed to specific contract numbers by April 1996 (Information Services, Financial Services and M/ED Unit Staff).

- ❒ Develop standardized methods for evaluating the effectiveness of contract training both from the employer and the employee perspective by December 1996 (M/ED Unit Staff and Evaluation and Research Department).

- ❒ Increase instructional delivery staffing for contract training 1995-96: .5 FTE Quality Academy, .5 FTE computer training, 1.0 FTE Wood Technics (LTE), 1.0 FTE contracting specialist in Technical and Business Divisions. 1996-67: .5 FTE Quality Academy, .5-1.0 FTE computer training, 1.0 FTE manufacturing resources planning, 1.0 automotive, .1 FTE health services, .5 FTE EMS, and .5 FTE safety/fire training.

VII. Targeted Client Accounts

Tier 1 Employers

Definition: These targets represent accounts that require centralized coordination because of the level of activity within the account. In addition, the following criteria apply to Tier 1 accounts:

- Major employer in the District
- Offer significant, long-term partnership opportunities
- Potential for wide range of contract service needs
- Multiple plant/division locations or subsidiaries in the District
- Established clients

Strategies:

- The assigned economic development training representative will serve as team leader/account representative on all contract work with these accounts. Other staff involved with these clients will communicate all contact activity, proposals and subsequent contracts to the team leader/account representative.
- Training representatives will communicate with Tier 1 clients on a monthly basis, at a minimum.
- Specific activities with these clients will be reported to the vice president of marketing and economic development by the training representatives each month.

Employer	City	County	Account Rep	Client Type
Ariens	Brillion	Calumet	Hilscher	MFG
Appleton Papers, Inc.	Appleton	Outagamie	Hilscher	MFG
Miller Electric Manufacturing Co.	Appleton	Outagamie	Hilscher	MFG
Oscar J. Boldt Construction Co.	Appleton	Outagamie	Hilscher	CONST
Pierce Manufacturing	Appleton	Outagamie	Hilscher	MFG
Presto Products, Inc.	Appleton	Outagamie	Hilscher	MFG
Repap	Kimberly	Outagamie	Hilscher	MFG

Thilmany	Kaukauna	Outagamie	Hilscher	MFG
Town & Country Electric, Inc.	Appleton	Outagamie	Hilscher	CONST
U.S. Oil, Inc.	Appleton	Outagamie	Hilscher	DIST/SVC/ RETAIL
Valmet-Appleton	Appleton	Outagamie	Hilscher	MFG
Waupaca Foundry	Waupaca	Waupaca	Wuestenberg	MFG
American National Can	Neenah	Winnebago	Wuestenberg	MFG
Banta Corporation	Menasha	Winnebago	Wuestenberg	MFG
Curwood, Inc.	Oshkosh	Winnebago	Brefeld	MFG
Dunsirn Industries	Neenah	Winnebago	Wuestenberg	MFG
James River Corporation	Neenah	Winnebago	Wuestenberg	MFG
Kimberly-Clark Corporation	Neenah	Winnebago	Wuestenberg	MFG/DIST
Menasha Corporation/Neenah Printing	Menasha	Winnebago	Wuestenberg	MFG
Morgan Manufacturing	Oshkosh	Winnebago	Hilscher	MFG/DIST
Oshkosh Truck	Oshkosh	Winnebago	Brefeld	MFG
Printron Engravers, Inc.	Neenah	Winnebago	Wuestenberg	MFG
Rockwell International	Oshkosh	Winnebago	Brefeld	MFG
Winnebago County	Oshkosh	Winnebago	Wuestenberg	HCARE/ GOVT
Wisconsin Tissue Mills	Neenah	Winnebago	Wuestenberg	MFG/DIST

Tier 2 Employers

Definition: Tier 2 accounts meet one or both of the following criteria:

- Clients whose contacts with the College and training needs are likely to be limited to one or two instructional areas.
- Clients whose training needs have yet to be identified, but may offer substantial partnering opportunities.

Strategies:

- Training representatives will send introductory letter and information on the College's contract services.
- Training representatives will make prequalifying calls to these employers within 2 weeks of the mailing to schedule an initial company visit.

Employer	City	County	Account Rep	Client Type
AAL	Appleton	Outagamie	Hilscher	FIN
AC Compressor	Appleton	Outagamie	Hilscher	MFG
Allis Mineral Systems	Appleton	Outagamie	Hilscher	MFG
Anchor Food Products, Inc.	Appleton	Outagamie	Hilscher	MFG
City of Appleton	Appleton	Outagamie	Hilscher	GOVT
CMD Corporation	Appleton	Outagamie	Hilscher	MFG
Duralam, Inc.	Appleton	Outagamie	Hilscher	MFG
Hillshire Farm & Kahn's	New London	Outagamie	Hilscher	MFG/DIST
Jack's Original Pizza, Inc.	Little Chute	Outagamie	Hilscher	MFG
Jansport, Inc.	Appleton	Outagamie	Hilscher	MFG
M&I Bankservice Corp.	Appleton	Outagamie	Hilscher	FIN

Oneida Nation	Oneida	Outagamie	Hilscher	MISC
Outagamie County	Appleton	Outagamie	Hilscher	GOVT
Rich Products	Appleton	Outagamie	Hilscher	MFG
S.J. Baisch Associates, Inc.	Kaukauna	Outagamie	Hilscher	SVC
SECURA Insurance Co.	Appleton	Outagamie	Hilscher	FIN
United Health	Appleton	Outagamie	Hilscher	HCARE
Valley Cast, Inc.	Appleton	Outagamie	Hilscher	MFG
Voith, Inc.	Appleton	Outagamie	Hilscher	MFG
FWD	Clintonville	Waupaca	Wuestenberg	MFG
Marion Body Works	Marion	Waupaca	Wuestenberg	MFG
Albany International	Menasha	Winnebago	Wuestenberg	MFG
Derksen and Son	Omro	Winnebago	Brefeld	SVC
Gilbert Paper	Menasha	Winnebago	Wuestenberg	MFG
J.J. Keller	Neenah	Winnebago	Wuestenberg	SVC
Kingsbury	Oshkosh	Winnebago	Brefeld	MFG
Leach Co.	Oshkosh	Winnebago	Brefeld	MFG
Muza Metal Products	Oshkosh	Winnebago	Wuestenberg	MFG
Neenah Foundry	Neenah	Winnebago	Wuestenberg	MFG
Nercon Eng. & Mfg., Inc.	Oshkosh	Winnebago	Brefeld	MFG
Northwestern Colorgraphics	Menasha	Winnebago	Wuestenberg	MFG

Office Technology	Neenah	Winnebago	Wuestenberg	SVC
Outlook Graphics	Neenah	Winnebago	Wuestenberg	MFG
P.H. Glatfelter - Bergstrom Paper	Neenah	Winnebago	Wuestenberg	MFG
Plexus	Neenah	Winnebago	Wuestenberg	MFG
Pluswood Div. of Int'l. Paper	Oshkosh	Winnebago	Brefeld	MFG
Printco	Omro	Winnebago	Brefeld	MFG
Square D	Oshkosh	Winnebago	Brefeld	MFG

Tier 3 Employers

Definition: Tier 3 accounts meet one or both of the following criteria:

- Partnering opportunities with this employer are unknown.
- Partnering opportunities with this employer are likely to be limited in scope.

Strategies:

- Training representatives will develop and implement a telemarketing approach with these employers.
- The telemarketing results will enable the training representatives to target prospective clients with follow-up information packets and/or company calls.

Employer	City	County	Account Rep	Client Type
Endries, Inc.	Brillion	Calumet	Hilscher	MFG
Appleton Mills	Appleton	Outagamie	Hilscher	MFG
Associated Milk Producers	Appleton	Outagamie	Hilscher	MFG
Asten Forming Fabrics, Inc.	Appleton	Outagamie	Hilscher	MFG
Badger Metals, Inc.	Appleton	Outagamie	Hilscher	DIST

Badger Northland, Inc.	Kaukauna	Outagamie	Hilscher	MFG
Bassett Mechanical	Appleton	Outagamie	Hilscher	CONST
Chesapeake Consumer Products Co.	Appleton	Outagamie	Hilscher	MFG
Creative Group, Inc.	Appleton	Outagamie	Hilscher	SVC
F.C. Dadson	Appleton	Outagamie	Hilscher	MFG
Farm Credit Services	Appleton	Outagamie	Hilscher	FIN
Fox River Paper Co.	Appleton	Outagamie	Hilscher	MFG
Great Northern Corporation	Appleton	Outagamie	Hilscher	MFG
Guardian Life Insurance Co.	Appleton	Outagamie	Hilscher	FIN
INX International Ink Co.	Appleton	Outagamie	Hilscher	MFG
Kaukauna Cheese	Kaukauna	Outagamie	Hilscher	MFG
Pacon Corp.	Appleton	Outagamie	Hilscher	MFG
Rayovac Corporation	Appleton	Outagamie	Hilscher	MFG
Riverside Paper	Appleton	Outagamie	Hilscher	MFG
Schenck & Associates, SC	Appleton	Outagamie	Hilscher	FIN
Seymour Canning Co.	Seymour	Outagamie	Hilscher	MFG
St. Elizabeth Hospital	Appleton	Outagamie	Hilscher	HCARE
St. Paul's Home	Kaukauna	Outagamie	Hilscher	HCARE
Telmark Sales	Appleton	Outagamie	Hilscher	SVC
Valley Home Builders Association	Appleton	Outagamie	Hilscher	CONST
Valley Packaging Industries, Inc.	Appleton	Outagamie	Hilscher	MFG

Valley School Supply	Appleton	Outagamie	Hilscher	DIST
Clintonville Products	Clintonville	Waupaca	Wuestenberg	MFG
Faulk Bros.	Waupaca	Waupaca	Wuestenberg	MFG
Moore-O-Matic	Waupaca	Waupaca	Wuestenberg	MFG
Walker Forge	Clintonville	Waupaca	Wuestenberg	MFG
Ripon Pickle	Redgranite	Waushara	Wuestenberg	MFG
Accratec, Inc.	Neenah	Winnebago	Wuestenberg	MFG
American Colloid Co.	Oshkosh	Winnebago	Wuestenberg	MFG
American Handling, Inc,	Oshkosh	Winnebago	Wuestenberg	MFG
Armstrong-Blum	Oshkosh	Winnebago	Wuestenberg	MFG
Arrowhead Conveyor	Oshkosh	Winnebago	Wuestenberg	MFG
Badger Electric	Oshkosh	Winnebago	Wuestenberg	CONST
Banner Packaging	Oshkosh	Winnebago	Wuestenberg	MFG
Bergstrom Enterprises	Neenah	Winnebago	Wuestenberg	SVC
Castle-Pierce Printing	Oshkosh	Winnebago	Wuestenberg	MFG
Crown Cork and Seal	Oshkosh	Winnebago	Wuestenberg	MFG
Dunsirn Industries	Neenah	Winnebago	Wuestenberg	MFG
EAA	Oshkosh	Winnebago	Kilpatrick	SVC
EVCO Plastics	Oshkosh	Winnebago	Wuestenberg	MFG
F.H. & K., Inc.	Neenah	Winnebago	Wuestenberg	SVC
Finestra Corp.	Oshkosh	Winnebago	Brefeld	MFG

Galloway	Neenah	Winnebago	Wustenberg	MFG
George A. Whiting Paper	Menasha	Winnebago	Wustenberg	MFG
Hoffmaster	Oshkosh	Winnebago	Wuestenberg	MFG
J.J. Plank Corporation	Neenah	Winnebago	Wuestenberg	MFG
Lamico, Inc.	Oshkosh	Winnebago	Wuestenberg	MFG
Marvel Machine	Oshkosh	Winnebago	Wuestenberg	MFG
Matrix Marketing	Neenah	Winnebago	Wuestenberg	SVC
Mercy Medical Center	Oshkosh	Winnebago	Wuestenberg	HCARE
Modern Materials	Oshkosh	Winnebago	Wuestenberg	MFG
Multicircuits	Oshkosh	Winnebago	Wuestenberg	MFG
Muza Metal Products	Oshkosh	Winnebago	Wuestenberg	MFG
N & M Transfer	Neenah	Winnebago	Wuestenberg	SVC
OEC Graphics	Oshkosh	Winnebago	Wuestenberg	MFG
Oshkosh B'Gosh	Oshkosh	Winnebago	Wuestenberg	MFG
Oshkosh Coil Spring	Oshkosh	Winnebago	Kilpatrick	MFG
Service-Litho Print	Oshkosh	Winnebago	Wuestenberg	MFG
Seven Up Bottling	Oshkosh	Winnebago	Wuestenberg	DIST
SNC Manufacturing	Oshkosh	Winnebago	Brefeld	MFG
Stainless Unlimited	Omro	Winnebago	Kilpatrick	MFG
Theda Clark Regional Medical Center	Neenah	Winnebago	Wuestenberg	HCARE
U. S. Paper	Menasha	Winnebago	Wuestenberg	MFG

Appendix A

FVTC's Model for Delivery of Economic Development Contract Services

Introduction

In 1982 Fox Valley Technical College established a formal commitment to assist District employers with their work force training needs. An Economic Development Plan was written at that time, recognizing that this partnership with business/industry/government represented a long-term, evolutionary and dynamic process. Not only have the needs of employers changed since 1982, but so have the nature and extent of instructional and technical assistance services provided by the College. This Strategic Business Plan for Economic Development Contract Services addresses the needs of the '90s.

FVTC is empowered to advance its commitment to economic development by virtue of:

- State Law—The Statutory Mission of the Wisconsin Technical College System (s. 38.001):

  "The technical colleges are to provide citizens with comprehensive vocational, technical and adult education which:

  - Enables citizens to acquire the occupational education necessary for full participation and advancement in the work force.
  - Provides remedial and basic skills education to enable them to function as a literate member of society.
  - *Fosters economic development by providing on-site training and technical assistance to business, industry and labor."*

- Fox Valley Technical College's Mission Statement:

  "The mission of Fox Valley Technical College is to help individuals reach their potential by providing education and training for employment. We seek to build and maintain an effective work force that supports the economic growth and stability of our communities."

FVTC's economic development contract services model is based on five basic premises:

- *The College's approach to serving business customers focuses on needs-based strategies, flexibility, and customization of services.* This premise challenges the traditional educational system in areas such as customization, turn-around time, operations, measurement, customer service, needs assessment and maintaining long-term customer relationships. This premise requires the College to continuously improve and refine systems to support this effort.

- *Economic development contract services are built upon strong, full-time instructional programs and delivered via multiple departments of the College.* The responsibility for delivering contracted training and technical assistance rests with each instructional division or service department, not a centralized economic development unit. The economic development staff serve in a sales, coordination, and oversight role as representatives of the College.

  The primary benefit of this integrated approach is that by functioning through existing instructional departments of the College, economic development activities continue to strengthen full-time programs. The integrated approach:

  - Provides the opportunity for full-time program students to benefit from instructors' exposure to leading technology and current business practice.

- Provides opportunities for professional growth of staff members through participation in emerging, new and specialized training.
- Provides opportunities for student internships, co-op's, etc.
- Encourages equipment consignment or donations by industry.

This integrated, College-wide focus on economic development has allowed the District to mobilize extensive resources in support of the initiative. The success of the delivery model is evident in the growth which has occurred in companies served, students trained, and revenue and FTE generation.

- *Economic development contracting results in the College's ability to provide expanded services to customers (business/industry/government) which would otherwise be impossible under current budget parameters.* Direct contracting revenue allows the College to be responsive in terms of making well-trained staff, state-of-the-art equipment and customized curriculum available to meet the needs of the client.

- *The College is committed to developing and maintaining strong partnerships with business/industry, labor, government and other educational institutions.* This requires flexibility and a customer focus in identifying training/service needs, delivery on desired services and attention to ongoing relationships with clients.

- *The College is committed to quality service.* The FVTC Board of Trustees and Administration publicly express confidence in the ability of staff to meet the needs and expectations of contracting customers for training and technical assistance through the College's unconditional guarantee.

Staffing and Organization

The College's Marketing and Economic Development Unit has primary responsibility for marketing, coordination, general needs assessment, evaluation and the contracting process. When training or technical assistance needs are identified by Economic Development Training Representatives, they are coordinated through the appropriate instructional or service unit in the organization. The training or services are then planned and delivered by staff from these program-related areas. The Economic Development Training Representative serves as a liaison throughout the delivery process and maintains the long-term relationship with the business client. See the Table of Organization on page 36.

The integrated delivery model includes the following staff roles, internal teams and external review groups:

- **FVTC Administration**
  - Role and Function

    The major function of the FVTC Administrator is to cultivate relationships with executives and other key personnel in District businesses, agencies and organizations.

  - Major Responsibilities
    - Network through organizational memberships.
    - Establish positive, ongoing relationships with business leaders.
    - Refer interested businesses to Economic Development Training Representatives/Regional Managers for follow up.
    - Seek opportunities for new partnerships, projects, grants and new economic development initiatives.

- Participate in the development and update of the District's Strategic Business Plan for Economic Development Contract Services.
- Oversee administrative policies and procedures relative to Economic Development Contract Services (primary responsibility of VP-M/ED).

• Membership

The FVTC Administration is comprised of the President and Vice Presidents.

■ **Economic Development Training Representatives/Regional Managers**

• Role and Function

These staff represent the College's sales force for contract services in the geographic regions assigned. They represent all of the training and technical assistance services of the College in working with clients.

• Major Responsibilities

- Function as primary client account representatives to targeted employers in the assigned region.
- Develop targeted marketing approach to service the assigned region, including new clients.
- Coordinate and make referrals for service delivery to instructional departments.
- Maintain a database profile of businesses and their training/service needs within the assigned region.
- Maintain ongoing relationships with clients.
- Oversee the development of short- and long-range training plans for clients.
- Maintain active membership in regional economic development organizations and chambers of commerce.
- Monitor all economic development-related activity in the assigned region.
- Ensure that follow-up and customer evaluation occurs with all service delivery in the region.

• Membership

- Economic Development Training Representatives
- Regional Manager—Neenah/Menasha Region
- Regional Manager—Wautoma/ Waupaca Region
- Regional Manager—Clintonville Region
- Regional Manager—Chilton Region

Note: See district map on page 35 noting staff territories of assignment

■ **Economic Development Specialists and Trainers**

• Role and Function

The Content Specialist and/or Trainer provides expertise in a specific technical area assisting the client with curriculum identification and/or customization once a specific need has been identified and then delivers the training or technical assistance.

• Major Responsibilities

- Write and formalize training and technical assistance contracts per established District guidelines and authorized pricing structure.
- Competency identification with the client.

- Secure staff, establish schedule of delivery, complete internal process steps.
- Curriculum development/ customization.
- Preparation of professional training materials.
- Instruction and/or technical assistance.
- Participant feedback and evaluation.
- Make appropriate internal referrals to meet customers' needs.

• Membership

Instructional division deans, associate deans or other staff as assigned/designated.

■ **Support Staff**

• Role and Function

Support staff throughout the organization perform functions in support of the economic development contracting effort. Specialist support functions exist in contract processing, report development, troubleshooting, contract development support services and contract billing. Secretarial support is provided in each division to prepare and check contracts for accuracy, make client appointments, schedule courses, process contract expenses, etc.

■ **Cross-Functional Delivery Team**

• Role and Function

This cross-functional team focuses on internal coordination, communication and update activities for the College to effectively market and deliver economic development contract services.

• Major Responsibilities
- Establish an internal communication network.
- Coordinate within the team.
- Identify update/training needs of contracting staff; develop ongoing plan to meet those needs.
- Review customers, products/services, organization and roles for economic development delivery.
- Develop marketing initiatives.
- Review and implement the District's Strategic Business Plan for Economic Development Contract Services.
- Facilitate the implementation of a District database on companies/ clients, our history of contacts, contracts and services as part of the existing system.
- Recommend policy and procedure changes to the Vice President of Marketing and Economic Development.
- Recommend contracting system changes to the Contract Specialist Team.

• Membership
- Economic Development Training Representatives
- One Regional Manager
- Designated division Economic Development Specialists and/or Trainers

- **Contract Specialist Team**
  - Role and Function

    The Contract Specialist Team monitors, analyzes and plans improvements in the technical support systems for economic development contracting.
  - Major Responsibilities
    - Process improvement in daily operations of contract processing.
    - Update contracting staff.
    - Coordinate communications on contracts with internal customers.
    - Develop system for on-line contract entry and approval.
    - Update contract services handbook annually.
    - Recommend policy and procedure changes and systems improvements for contracting to the Vice President of Marketing and Economic Development.
  - Membership
    - Marketing and Economic Development Administrative Assistant
    - Contract Processing Clerk
    - Contract Billing Clerk
    - Key Division Contract Support Staff
- **Executive Advisory Council on Economic Development**
  - Role and Function

    This Council serves in an advisory capacity to the College administration as an external source of feedback for the continuous improvement of services to business/industry/government. The council assists in identifying trends, issues and needs related to the incumbent work force and entry level workers to assist the College as an educational partner.
  - Major Responsibilities
    - Review the District's Strategic Business Plan for Economic Development Contract Services, making recommendations and providing input.
    - Serve as the Private Sector Review Committee for any training competitor complaints, following District policy guidelines.
    - Provide feedback to administration on the College's efforts to serve business, industry, and governmental entities.
  - Membership

    15–20 executives from the District's business/industry/government sector, appointed by the College President, at least one representative of FVTC's Board of Trustees, the College President and Vice President of Marketing and Economic Development.
- **Regional and Program Advisory Committees**
  - Role and Function

    The District's advisory committees play a key role in support of economic development initiatives of the college. Committee members from business/industry provide input into the curriculum for entry-level workers as well as the continuing education needs of incumbent workers. Regional advisory committees place special focus on the needs of small business.

- Major Responsibilities
  - Ensure relevance of program curriculum.
  - Advise the College on employment needs for entry-level workers.
  - Advise the College on continuing education needs of the work force (via courses, services, contracted training or technical assistance).
  - Provide evaluative feedback on the College's programs and services.
- Membership

  Each advisory committee is made up of 10–15 members representative of appropriate geographical regions, employers, employees, small business and agriculture (where appropriate). Members are appointed by the College President. Over 800 individuals serve the College in this capacity.

Business/Industry Training Centers

Fox Valley Technical College's commitment to business/industry training and economic development may best be demonstrated through the establishment of its key training centers which reach out beyond the campus and regional center facilities.

- **D.J. Bordini Center**—This facility, located adjacent to the Appleton Campus and the hub of TRI-Park, opened in January 1987. In addition to housing the flexographic printing program and FVTC's Quality Academy, the D.J. Bordini Center offers the following business/industry services: advanced computer training lab, TeamFocus™, Human Resource Assessment Services, AutoCAD authorized training center, satellite downlink seminars, training rooms and conference facilities. Also housed in this facility is the Quality/Productivity Resource Center (Q/PRC), staff of the Northeast Wisconsin Center for Industrial Competitiveness (WisCIC), and the regional office of Milwaukee School of Engineering (MSOE).

- **S. J. Spanbauer Center**—This facility is located at 3601 County Trunk I (Oregon Street) adjacent to Wittman Regional Airport in Oshkosh. The center houses a professional pilot/simulation center, an avionics/electronics lab, electromechanical technical facility, aviation technical library, and an airframe and powerplant lab/hanger. In addition, a conference center, satellite downlink seminars, training and meeting rooms are available to business/industry. This center opened in May 1992.

- **Neenah Regional Center**—Located in Neenah's industrial park, the Neenah Regional Center focuses on the education and training needs of business/industry through targeted courses and seminars and making training rooms, computer labs and meeting rooms available via contract.

- **Neenah Regional Fire Training Center**—Located at the southeast corner of Breezewood Lane and Tullar Road in Neenah, the facility is part of the Neenah fire station complex which opened in June 1995. At this site, FVTC trains students enrolled in its associate degree Fire Protection Technician program as well as members of municipal and volunteer fire departments and industrial fire brigades. The center houses classrooms, a student computer lab and staff offices. In the near future, interactive television capabilities will be added so classes can be broadcast throughout the district and the state. This location has enabled the College to centralize all of its fire training activities since it is

adjacent to FVTC's single-story burn building, 2 1/2-story residential structure and 3 1/2-story drill tower complex, which was constructed in 1991.

- **Wisconsin Decision Driving Center (WDDC)**—This facility is located on FVTC's Appleton campus along Highway 41. The center is the instructional site for FVTC's Truck Driving program. The WDDC also has earned a national reputation for the workshops and specialized training it provides to people in occupations that require advanced driving skills such as firefighters, police officers, public works employees, truck drivers, bus drivers and salespeople. At this center, professional drivers receive hands-on training under safe, controlled conditions. In addition to classrooms and the skid pad, the WDDC features a vehicle inspection center and a vehicle training dock, which are used by students and business/industry.

Training Representatives' and Regional Managers' Assigned Territories

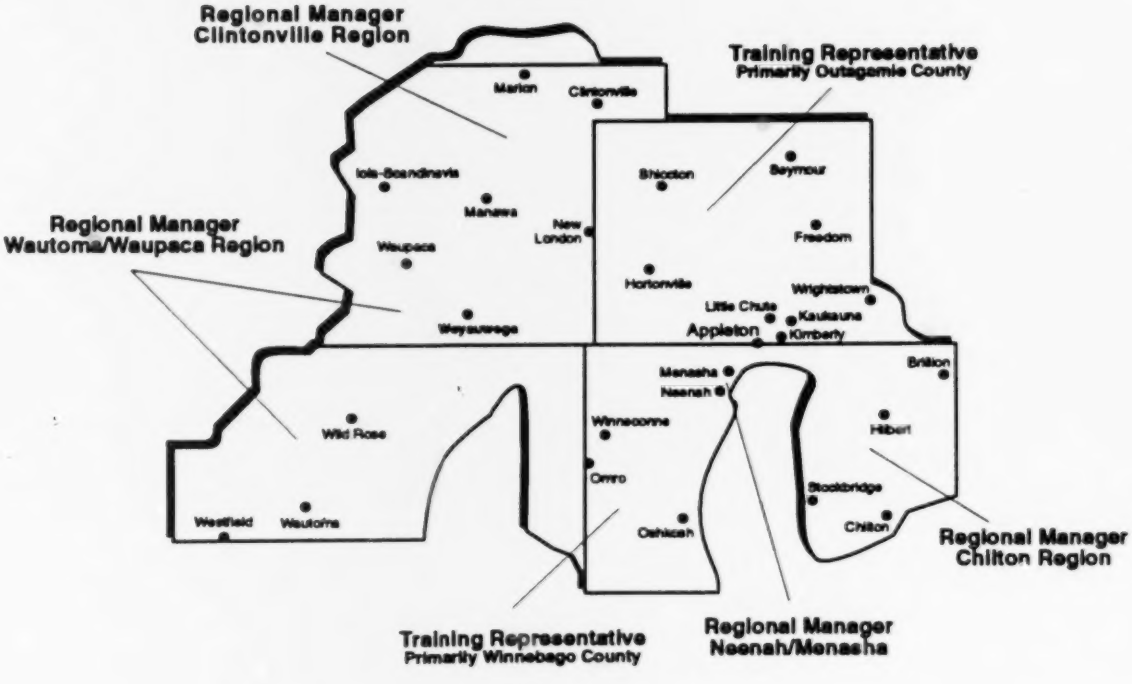


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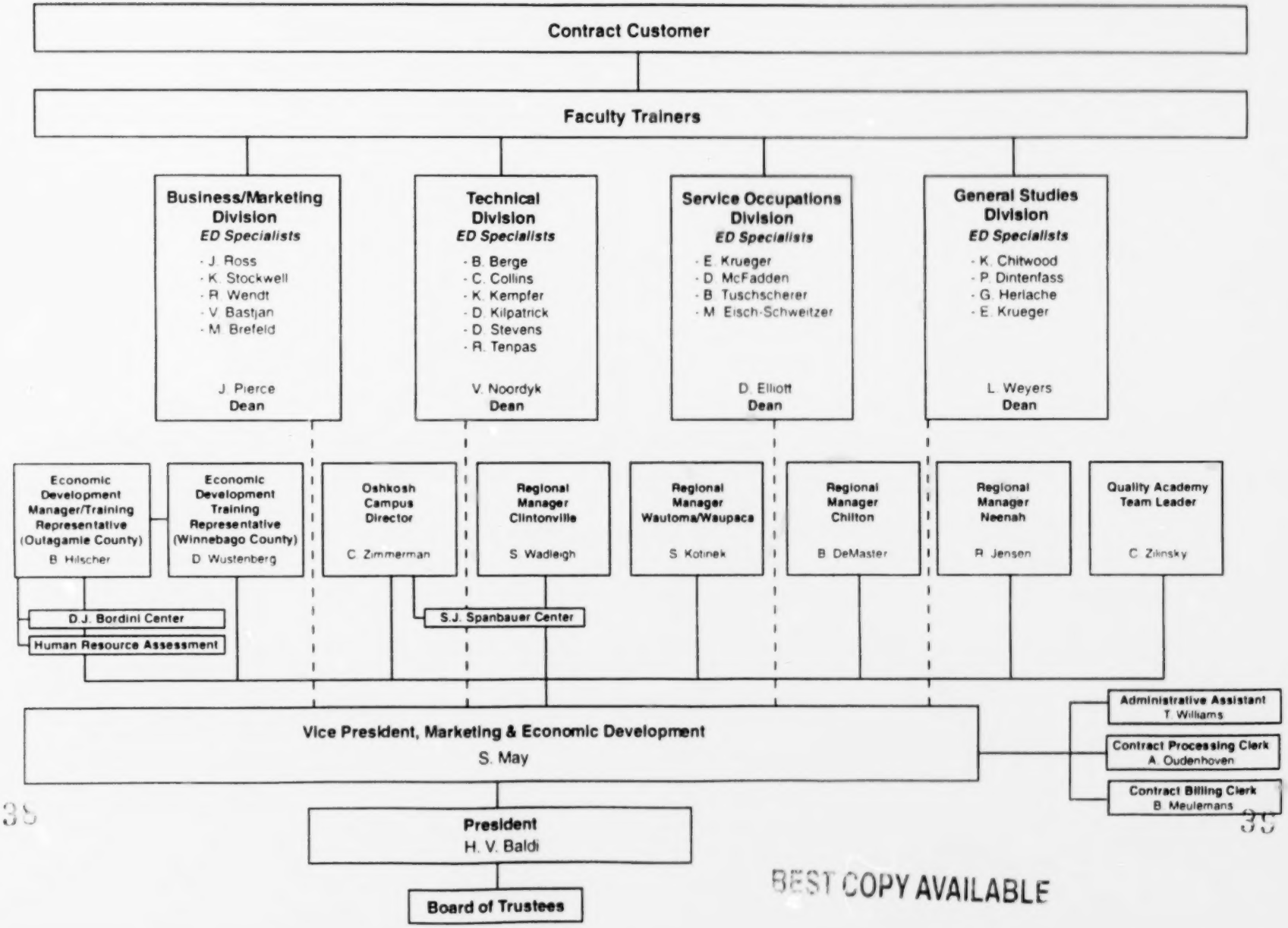
Table of Organization - Economic Development Contract Services



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Fox Valley Technical College

Indicators of Economic Development Contracting Success

- Participant evaluations
- Follow-up with employers
- Repeat business

- Number of employees trained
- Number of business/ organizations served

- Number of courses delivered
- Scope of related business services

- Contract revenue (training)
- Contract revenue (technical assistance)
- FTE generation (enrollment that produces state aid)

- Advisory committees
- Major economic development initiatives involving partners
- Association/ organizational networks
- Donations, consignments, grants, awards

FOX VALLEY TECHNICAL COLLEGE—SMALL BUSINESS SURVEY

Executive Summary—Fall 1992

At the direction of the FVTC Small Business Council, a survey was conducted in September 1992 to identify areas of training most needed by small business. The survey was targeted to businesses with 10-100 employees in the FVTC five-county district. This survey had a return rate of 9 percent with 214 of 2411 surveys returned. Responses were received from a wide range of district communities with top responses as follows: 30 percent - Appleton; 14 percent - Oshkosh; 14 percent - Neenah/Menasha; 11 percent - Heart of the Valley. The top two areas of training needs identified by these employers were job skills and employer/employee training with key topic areas related to total quality management (TQM) i.e., decision-making, problem-solving, telephone techniques, customer relations, leadership, team building, and supervisory management training. Computer training also received a significant level of response. International business was the low-ranked area of interest, checked by only 15 businesses. The areas of training are further broken down by region (detailed charts attached).

Upon review of the results from the above survey, the council determined that a key small business group would not have been captured in the results—that of the "micro-businesses" and suggested that a follow-up study be done with businesses employing less than ten people. The survey was also modified somewhat by the council to include:

a) Types of businesses.

b) Soliciting individuals interested in membership on the council.

c) A section specifically focusing on small business operations.

d) Boxes to be checked by each specific topic, not just by category.

This survey of micro-businesses (1-9 employees) was mailed to 1791 businesses in November 1992, achieving a response rate of 12 percent (219 returned). The makeup of this response group consisted primarily of the retail and service sector. The communities of response were less widespread than the previous survey. Top communities responding were 48 percent - Appleton; 22 percent - Oshkosh, and 8 percent - Heart of the Valley. Job skills were also the highest-ranked area of interest in this survey. However for this group, the second key area of need was in basic skills training (communications, math, reading, interpersonal, work habits, listening, critical thinking). Employer/employee training and small business operations were also high-ranked categories of training. The key, top specific areas of need identified on this survey were customer relations (121 responses), basic work habits (107), oral communications (102), problem-solving (102), basic computer applications (102), and business planning (100). Again, areas of training are further broken down by region (see detailed charts).

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For more information, call:
Appleton Campus
Susan May
Dean, Marketing and Economic Development
414-735-2401

Small Business Survey

Survey of 1–9 Employees

Please return this survey by November 30.

A Small Business Council has been created for the purpose of developing a common vision for Fox Valley Technical College services to small businesses in the district. We are vitally interested in your views on your training needs, now and in the future. This Council initially developed the listing below as the areas of training most needed by small business. How can we help you?

Check Your Areas of Interest

Basic Skills Training

- ❑ Critical thinking
- ❑ Written communications
- ❑ Listening
- ❑ Oral communications
- ❑ Math (i.e., business algebra, technical)
- ❑ Reading
- ❑ Interpersonal skills
- ❑ Basic work habits and responsibilities

Job Skills

- ❑ Decision making
- ❑ Hospitality
- ❑ Problem solving
- ❑ Telephone techniques
- ❑ Customer relations training
- ❑ CPR/First aid
- ❑ Hazardous material handling

Employer/Employee Training

- ❑ Leadership
- ❑ Team Leader/facilitator training
- ❑ Team building
- ❑ Basic management skills
- ❑ On-site training for supervisors
- ❑ Supervisory management training

International Business

- ❑ Foreign business travel
- ❑ Foreign language
- ❑ Fundamentals of international trade

Industrial Specific

- ❑ Job bidding (estimation)
- ❑ Telemarketing
- ❑ Basic financial training
- ❑ Basic sales skills
- ❑ Visual merchandising
- ❑ Computer numerical control training
- ❑ Apprenticeship

Computer Training

- ❑ Basic computer literacy
- ❑ Basic computer applications—business (i.e. word processing, spreadsheets)
- ❑ Advanced computer training (i.e. CAD)

Quality Procedures

- ❑ Intro to total quality mangemnt
- ❑ ISO 9000 series requirements
- ❑ Statistical process control (SPC)
- ❑ Process Management
- ❑ Strategic Management

Small Business Operations

- ❑ Payroll
- ❑ Taxes
- ❑ Accounting procedures
- ❑ Issues of compliance
- ❑ Employee benefits
- ❑ Workers' compensation
- ❑ Insurance
- ❑ Unemployment compensation
- ❑ Market research
- ❑ Business planning

Business Name

Contact Person

Title

Street Address

City State Zip

Telephone

Number of Employees

What is your Type of Business?

- ❑ Retail
- ❑ Manufacturing
- ❑ Service
- ❑ Other

Please Specify

List other Specific Needs:

Are you interested in serving on FVTC's Small Business Council?

❑ Yes ❑ No

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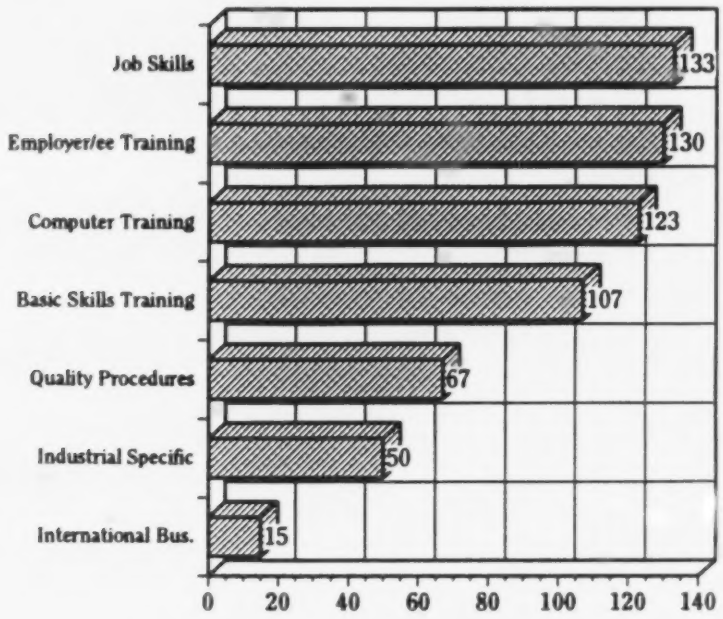
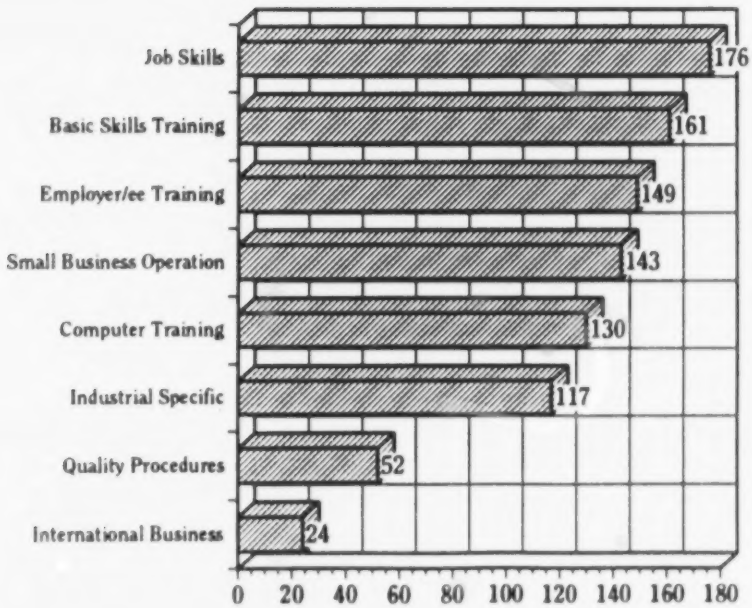
Small Business Survey
by Area of Interest—Priority
Survey of Businesses w/ 10–100 Employees



Small Business Survey
by Area of Interest—Priority
Survey of Businesses w/ 1–9 Employees



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TRAINING NEEDS ASSESSMENT—EXECUTIVE SUMMARY

Training Needs of Business and Industry in the Fox Valley Technical College District—May 1993

In April 1993, 435 companies in the Fox Valley Technical College District were surveyed about their needs for employee training and technical assistance. The mail survey was conducted as part of an Economic Development Business Plan for Fox Valley Technical College.

Purpose

The purpose of the survey was to determine:

- What training topics are of greatest interest to employers in the District?
- What technical assistance and services are needed by local employers?
- What expectations do employers have when they receive training or service from Fox Valley Technical College?
- How aware are employers that Fox Valley Technical College offers training and technical services directly to business and industry?

Method

A mailing list of District employers with 50 or more employees was obtained from Transmail, Inc., and reviewed for accuracy by several Fox Valley Technical College staff. All employers with at least 50 employees were included in the survey for a total of 435. (Smaller employers had been surveyed in the fall of 1992).

An initial mailing in April 1993 addressed to Training Director/Operations Manager at each company was followed by a second mailing to non-respondents. A reminder call was made to selected employers who did not respond after the second mailing. These procedures resulted in a return of 210 of 435 questionnaires for a response rate of 48%.

The 4-page questionnaire was designed by the Economic Development Business Plan Team with assistance from the Research Department at Fox Valley Technical College, which also conducted and analyzed results. The survey asked employers to check off topics of interest from a list of more than 80 training topics and also allowed them to write in topics not listed.

Key Findings

1. Supervisory skill development led the list of over 80 training topics checked by survey respondents. Among the other top ten topics of interest were: OSHA Compliance, Communications Skills, Work Team Development, Problem Solving, Word Processing, Human Relations, Team Effectiveness, and Customer Service Training.

2. In the top twenty were a variety of other training topics ranging from technical skills (such as desktop publishing) to basic skills (such as math) to wellness training.

3. The Quality/Productivity Resource Center (Q/PRC), housed at Fox Valley Technical College, was at the top of the list of 12 services that respondents reviewed. Work Team Development Consulting, Student Employment Services, Business & Industrial Testing, FVTC's Computer Resource Center, and TeamFocus™ Planning (team planning in computerized meetings) were services checked by at least 20% or more.

4. Employers expect to see a positive return on their investment in training or services, affordable prices, and easy access to FVTC staff and services. These items were most frequently checked as employers checked their "top three" priorities from a list of ten. In contrast an easy contract and billing process was chosen as high priority by only 7% of employers.

5. Seventy-seven percent (77%) of employers said they were aware that FVTC offers training and services on a contractual basis.

6. Employers surveyed represented a variety of business types with 42% manufacturing, 13% health and human service organizations, 16% sales and service businesses, 11% financial or real estate firms, 4% government, 1% education, and 13% other.

7. About one-third (32%) of businesses in the survey had been customers of FVTC's contracted training or services in the past year. Sixty-eight percent (68%) had not.

8. Businesses responding to the survey were located in the Appleton region (39%), Neenah/Menasha region (23%), Oshkosh region (16%), Chilton region (7%), Wautoma region (8%), and Clintonville region (8%).

Service and Technical Assistance

The following figures are based on 210 businesses responding to the FVTC survey.

Service	Number	Percent
Quality/Productivity Resource Center	81	39%
Developing Work Teams	60	29%
Student Employment Services	58	28%
Business and Industrial Testing	55	26%
Computer Resource Center	49	23%
TeamFocus Planning	46	22%
Group Facilitation	37	18%
Facility and Equipment Rental	33	16%
Curriculum Development	19	9%
Lifetime Development Services	18	7%
Computer Integrated Manufacturing Demo	17	8%
New Business Consulting	3	1%

Note: Respondents checked from a list of 12 types of technical assistance/services offered by Fox Valley Technical College.

Top 20 Training Needs

The following figures are based on 210 businesses responding to the FVTC survey.

Training Needs	Number	Percent
Supervisory Skill Development	114	54%
OSHA Compliance	100	48%
Communication Skills	97	46%
Work Team Development	96	46%
Problem Solving	90	43%
Word Processing	89	42%
Human Relations	88	42%
Team Effectiveness	82	39%
Customer Service	77	37%
Personnel Effectiveness	74	35%
Data Processing/Computer Info. Systems	73	35%
Leadership/Facilitation	73	35%
Listening to the Customer	73	35%
Telephone Skills	71	34%
Managing/Improving Processes	66	31%
Math	61	29%
Microcomputer Appliances	59	28%
Wellness	57	27%
Accounting	57	27%
Desktop Publishing	56	27%

Note: Respondents were asked to check from a list of 84 topics.

What Business Expects from Fox Valley Technical College Training and Services

The following figures are based on 210 businesses responding to the FVTC survey.

Expectation	Number	Percent
Positive Return on Investment	114	54%
Affordable Prices	91	43%
Easy Access to FVTC Staff	69	33%
A Plan for Training	64	30%
Suggestions on Training Strategies	56	27%
Customized Curriculum	42	20%
Excellent Customer Service	41	20%
Specified Outcomes of Training	29	14%
Easy Contracting and Billing Process	15	7%
Other	15	7%

Note: Respondents could select their top three choices from the list above.

ACTION PLAN FOR BUILDING A WORLD CLASS WORK FORCE

Source: *Governor's Commission for a Quality Work Force*, "A World Class Work Force for Wisconsin," 1991.

Across Wisconsin leaders in business and industry have begun to express concern about the skill levels of our work force. As the work force ages and a large group of older, highly skilled workers retires, employers are beginning to experience shortages of skilled labor. The limited availability of skills among their remaining front-line workers is hampering their ability to compete effectively.

The roots of the problem are complex. As older, more highly skilled workers leave the work force, the supply of new workers is shrinking. New workers frequently lack not only experience, but basic and technical skills needed in the workplace as well. But the declining supply of skilled new workers is just one reason employers give for their lack of competitiveness. At the same time, they are faced with the need to implement new technologies and ways of organizing work that demand higher skill levels and broader skill requirements for all workers.

One way employers in Wisconsin are addressing this problem is by hiring experienced workers away from other firms. Clearly, firms relying on this strategy can be successful only in the short run. Longer term solutions lie in changing the attitudes of employers, workers, and educators towards the provision of ongoing training for all workers.

These longer term strategies require:

- *Employers and workers* to raise their expectations about technical and occupational education and the competencies it can impart.
- *Employers* to increase the amount of training provided to their own front-line workers.
- *Employers, workers, and educators* to work together to increase the skills and knowledge that new workers bring to the job.

The Commission found broad consensus across the state that worker training and basic education must be strengthened. Employers cited the need to expand and improve the training available through technical colleges, high school vocational programs, apprenticeship and other work-based learning programs, and federal and state job training programs to improve the job-specific skills of their front-line work force.

- *Policy Recommendation #1: More Wisconsin employers must adopt new technology and methods of organizing work. To support this effort, technical colleges must [illegible] and participation in worker training and retraining.*

Productivity growth requires not only adopting new flexible technology, but changing the organization of work and the skills and knowledge of workers. Employers in Wisconsin are beginning to redesign operations to better meet the needs of their customers. They are placing greater emphasis on improving the efficiency of customized production through appropriate use of workers and technology. Successful firms are flattening out their managerial structure, pushing more decision making authority down to front-line workers.

The faculty and staff of Wisconsin's technical colleges are natural partners of employers in designing and implementing new programs to facilitate these changes. Worker training and retraining are an integral part of the mission and activities of the state's Technical College System.

Technical assistance, customized training, and occupational instruction tailored to meet the needs of employers are already growing segments of technical college operations. What is missing, however, is a concerted effort on the part of the Technical College System to work with business and industry across the state to promote and plan greater involvement by employers in broad skills development. Strategies to implement these changes:

- Provide training for adopting new ways of organizing work and upgrading the state's work force.
- Set direction for worker training through employer consortia.
- Establish joint Technical College/University of Wisconsin/independent college Applied Technology Centers to increase awareness of new technology and to provide assistance in plant modernization through assessment, planning, consulting, and training to implement off-the-shelf technological solutions.
- Improve monitoring and evaluation of vocation-technical training to ensure it meets the needs of employers and workers.

- **Policy Recommendation #2: Technical colleges must upgrade occupational education to meet the growing needs of employers.**

  Business and industry want workers who are workplace ready. Meeting the standards demanded by employers will require increased attention to mastery of workplace-based skill competencies. Technical college students must be challenged to achieve these high levels of competency and rewarded when they do. But competency alone is not enough. Measurement must be performance-based, capturing not only competency, but judgment in decision making and problem solving situations. In addition, educators must not only assess individual students, but also evaluate entire training programs to ensure that the outcomes of the programs meet the needs of students, workers, and employers. Strategies to implement these changes:

  - Expand and support outcome-oriented, competency-based educational objectives for all Technical College programming, including occupational preparation, basic skills instruction, and industry-based technical training.
  - Expand professional growth opportunities for technical college faculty and staff.
  - Incorporate best practice training standards and practices into the instructional programs of the Technical College System.

- **Policy Recommendation #3: Wisconsin's employers and workers, in partnership with the technical colleges, must reskill the existing work force for a more competitive economy.**

  Upgrading the skills of Wisconsin's work force will require a concerted and continuing effort on the part of employers and the technical colleges. Along with determining what skills workers will need to enable business and industry to regain its competitive edge, ongoing training for all workers must become a priority of Wisconsin's employers. A team effort, pairing technical college staff with employers and workers, is needed to ensure success.

Strategies to implement these changes:

- Expand competency testing of new hires and existing employees.
- Expand employer-sponsored skills training through increased continuing education for adult workers on technical college campuses, through private and in-house training efforts, expanded apprenticeship programs, and through Workplace Learning Centers.
- Increase collaboration between Technical College and University of Wisconsin faculty to promote work-based learning.
- Expand awareness of the need for lifelong learning.

- **Policy Recommendation #4: Technical colleges must work with business and industry leaders to make it easier to acquire access to training.**

Making education and training opportunities available on a flexible schedule convenient to employers and workers must become a priority for the state's technical colleges. By expanding outreach efforts and embracing new modes of service delivery, educators will be better able to serve both small and medium-sized firms and those remote from technical college facilities. By working with employers to develop training consortia, technical colleges will be better positioned to provide cost effective education and training programs to small and medium-sized firms. In addition, technical colleges must be able to mount programs when and where they are needed. Though safeguards must be in place to prevent overloads, teaching in a technical college cannot be viewed simply as a 9 to 5 job.

Strategies to implement these changes:

- Expand outreach efforts to business and industry through adopting more flexible schedules for training provision.
- Expand options for individualized learning of basic skills and technical/occupational instruction through the use of distance learning and open entry/open exit programming.
- Establish additional Workplace Learning Centers.
- Expand and enhance strategies for marketing and recruiting technical college programs to adults.
- Form training consortia to pool resources of small and medium-sized firms.
- Increase minority student enrollment and completion of technical programs leading to placement in high skill/high wage careers.

Appendix E

Private Educational Service/Training Providers in Northeast Wisconsin

- **Computer Training**
  - Allied Computer Group Co.
    3011 E. Capitol Drive
    Appleton
  - Computer, Inc.
    Neenah
  - Computer Coach
    1425 Knapp
    Oshkosh
  - Computer World
    3015 W. Wisconsin Avenue
    Appleton
  - Creative Consulting
    529 Greene Avenue
    Green Bay
  - Execu Train
    18650 W. Corporate Drive
    Brookfield
  - Kaplan
    600 W. Wisconsin Blvd.
    Appleton
  - Kelly Services
    100 W. Lawrence
    Appleton
  - Ken Harwood
    Microcomputer Instructional Services
    36 Jewelers Park Drive
    Neenah
  - Koehn Institute for Information Systems and Automation
    University of Wisconsin–Oshkosh
    Oshkosh
  - LAN Masters Training Center
    1218 S. Military Avenue
    Green Bay
  - Landmark
    10 College Avenue
    Appleton
  - Manpower Temporary Services
    W16653 Appleton Avenue
    Appleton
  - Office Technology
    1315 Gillingham Road
    Neenah
  - The Training Center
    103 W. College Avenue
    Appleton
- **Employment Training Services**
  - Action Employment & Training, Inc.
    1800 Appleton Road
    Menasha
- **Industrial Consultants**
  - PP Wil-Sons
    2283 Hwy 44
    Oshkosh
  - Professional Control Corp
    1951 N. Lynndale Drive
    Appleton
- **Management Consultants**
  - Advanced Sales Consulting
    1000 W. College Avenue
    Appleton
  - Alliance Consulting
    928 Willard Drive
    Green Bay
  - Anderson Behavioral Consultants
    1487 Kenwood Court
    Menasha
  - Below & Acomb Management Consultants, LTD
    Appleton
  - Career Development Group
    4321 W. College Avenue
    Appleton
  - Cherrier & Associates
    103 W. College Avenue
    Appleton
  - Creative Management & Marketing Resources
    704 N. Main Street
    Oshkosh

- Grant Thornton
  100 W. Lawrence
  Appleton
- The H S Group, Inc.
  33 Park Place
  Appleton
- Hertel & Murray Human Resource Consultants, Inc.
  125 S. Jefferson
  Green Bay
- Innovative Management
  Green Bay
- K. Fett Resources
  72 Crestview Drive
  Appleton
- Persona, Inc.
  833 Anchorage Court
  Oshkosh
- Peterson & Associates
  420 S. Koeller
  Oshkosh
- Quality Management Assistance Group
  1528 N. Ballard Road
  Appleton
- Schenck & Associates
  200 E. Washington
  Appleton
- Schumaker Romenesko & Associates
  555 N. Lynndale
  Appleton
- Young and Associates
  W2983 Farmstead Drive
  Appleton

■ **Management Training**

- Center for Personal Development
  Appleton
- J R Kaminski & Associates
  1545 Sixth St.
  Green Bay
- Trainet
  372 Wagon Wheel Court
  Green Bay

■ **Sales Training**

- Exsell, Inc.
  3021 Gross
  Green Bay
- Positively Yes, Inc.
  750 Brookwood Circle
  Oneida

■ **Training—Program Design & Development**

- Coan & Company
  36 Jeweler's Park Drive
  Neenah
- J. J. Keller
  3003 W. Breezewood Lane
  Neenah

■ **Training—Supplier**

- An Open Mind, Inc.
  34 Parkview Drive
  Appleton

ECONOMIC DEVELOPMENT ORGANIZATIONS

The following list represents economic development-related organizations, several which are targeted for FVTC staff to be members of or involved with in some capacity:

- **Calumet County**
  - *Brillion Community Development Commission*
    130 Calumet St.
    (414) 756-2250
    Dale Nies, committee chairman
    Provides community resource guide, vacant building inventory.
  - *Calumet County Planning Department*
    206 Court St.
    Chilton, 53014-1198
    (414) 849-2361 (ext. 225)
    Len Vaness, assistant planner
    Acts as intermediary for state and federal programs for businesses and assists with grant and loan eligibility.
  - *Chilton Area Development Corp.*
    128 E. Main St.
    Chilton, 53014-1214
    (414) 849-9346
    Joe Suttner, secretary
    Assists in obtaining state grants and loans, assists in developing business plans, provides stats.
  - *Chilton Public Works Dept.*
    42 School St.
    Chilton, 53014-1346
    (414) 849-2451
    Dan Bloedorn, community development director
    Community development and site location assistance
- **Outagamie County**
  - *Appleton Dept. of Planning and Dev.*
    200 N. Appleton St.
    Appleton, 54911-4799
    (414)832-6460
    James E. Van Dyke, principal planner
    Manages and markets city industrial parks, contacts for land, local codes, information on financing, statistics.
  - *Fox Cities Chamber of Commerce and Industry*
    PO Box 1855
    Appleton, 54913-1855
    (414) 734-7101
    Greg Hunt, vice-president—economic development
    Business retention and recruitment, site and building location, statistics, financial information, targeted industry, marketing and recruitment.
  - *Heart of the Valley Chamber of Commerce*
    101 E. Wisconsin Ave.
    Kaukauna, 54130-2152
    (414) 766-1616
    Marilyn M. Evers, president
    Promotion of business and community development.
  - *Kimberly Economic Development Organization*
    515 Kimberly Ave.
    Kimberly, 54136-1361
    (414)734-9441
    Rick J. Hermus, administrator
    Business park land development.

- *New London Chamber of Commerce*
  301 E. Beacon Ave.
  New London, 54961
  (414) 982-5822
  Michael Hansen, president

- *New London Industrial Opportunities Inc.*
  PO Box 225
  New London, 54961-0225
  (414) 982-2121
  Russ Gerhard, president
  Information provided for inquiries from industrial prospects.

- *City of New London*
  215 N. Shawano St.
  New London, 54961-1196
  (414) 982-8500
  Lew Steinbrecher, administrator
  Manages local revolving load fund and two industrial parks in TIF Districts.

■ **Waupaca County**

- *Clintonville Industrial Development Corporation*
  PO Box 269
  Clintonville, 54929-0269
  (715) 823-5128
  E. James Verkest, president
  Financial counseling, purchase of property with lease-back option, will build to suit.

- *Clintonville Economic Development Committee*
  50 Tenth St.
  Clintonville, 54929-1591
  (715) 823-6584
  Wallace Thiel, administrator
  Economic development loans, financial packaging, site search and selection.

- *Clintonville Area Chamber of Commerce*
  8 North Main St.
  Clintonville, 54929
  (715) 823-4606
  Alice Derby, president

- *Iola Scandinavia Area Chamber of Commerce*
  Box 167
  Iola, 54945-0489
  (715) 445-4000
  Greg Loeser, president
  Promotion, public relations and industrial development.

- *Marion Economic Development Corporation*
  PO Box 58
  307 Hillcrest
  Marion, 54950
  Lee Much, president

- *Waupaca Area Chamber of Commerce*
  208 W. Fulton
  Waupaca, 54981
  (715) 258-7343
  Terri Schultz, executive director

- *Waupaca Industrial Development Corp.*
  PO Box 262
  Waupaca, 54981-0262
  (715) 258-7343
  Tom Godfrey, secretary/treasurer
  Encourages the development and location of business to the area.

- *Weyauwega Area Chamber of Commerce*
  PO Box 531
  Weyauwega, 54983
  (414) 867-2500
  Robert Hecht, president

■ **Waushara County**

- *Waushara Area Chamber of Commerce*
  PO Box 65
  Wautoma, 54982
  (414) 787-3488
  Barbara Diekfuss

- *Wautoma Area Industrial Development*
  City Hall
  410 West Main Street
  Wautoma, 54982
  (414) 787-2326
  Russ Nero, city clerk

■ **Winnebago County**

- *Chamco Inc.*
  120 Jackson St.
  Oshkosh, 54901-4713
  (414) 236-7700
  Douglas Pearson, executive director
  Site and facility selection industrial land sales, surveys, build-lease arrangements, liaison with city officials, financing.

- *Downtown Neenah Action Committee*
  121 1/2 W. Wisconsin Ave.
  Neenah, 54956-3012
  (414) 722-1920
  Jim DeGroot, executive director
  Business recruitment and retention, retail promotions.

- *Future Neenah Development Corp.*
  121 1/2 W. Wisconsin Ave.
  Neenah, 54956-3012
  (414) 722-1920
  Randy Stadtmeueller, executive director
  Stimulates economic growth and development, financing.

- *Menasha Action Council Inc.*
  PO Box 432
  Menasha, 54952-0432
  (414) 725-4822
  Lisa Thiel, Menasha downtown advocate
  Economic development, recruits and retains business in downtown, special event planning, public relations, facade program.

- *Neenah Department of Community Development*
  PO Box 426
  Neenah, 54956-0426
  (414) 751-4660
  Robert L. Buckingham, director
  Municipal industrial park, commercial redevelopment, small business loans.

- *Oshkosh Chamber of Commerce*
  120 Jackson Street
  Oshkosh, 54901
  (414) 424-7700
  Dale Drabandt, president

- *Oshkosh Commercial Development Corp.*
  120 Jackson St.
  Oshkosh, 54901-4713
  (414) 424-7700
  Rob Kleman, director
  Business recruitment. Assists in business expansion and retention. Sale of business park land.

- *Omro Area Development Corp.*
  PO Box 111
  Omro, 54963-0501
  (414) 685-5693
  Pat Grahn, director of marketing
  Acts as agent for marketing and sale of industrial park, works with business ventures.

- *Winneconne Industrial Development Corp.*
  PO Box 650
  Winneconne, 54986-0650
  (414) 582-4382
  Robert Haeussinger, village administrator
  Controls community industrial park. Assists in obtaining government funding. Promote new businesses.

■ **State Organizations**

- Forward Wisconsin
- Wisconsin Center for Industrial Competitiveness - Northeast (WisCIC)
- Wisconsin Center for Manufacturing and Productivity (WCMP)
- WTCS Continuing Education/Economic Development Administrators
- Wisconsin Economic Development Association (WEDA)
- Wisconsin Department of Development